

CHAPTER 5: ECONOMIC DEVELOPMENT

INTRODUCTION

As of the writing of this chapter, the “Great Recession” ended more than three years ago: the National Bureau of Economic Research, the organization that defines U.S. recessions, declared that the Great Recession began in December 2007 and ended in June 2009. Despite the recession having officially ended, recovery has been lethargic, according to the Wisconsin Department of Workforce Development Office of Economic Advisors. The primary inhibitors have been housing markets, deleveraging, and high unemployment. In this uncertain economic environment, companies are reluctant to hire, relatively few new homes are being built, and consumers, companies, banks, and governments are all deleveraging, paying down debt and recalibrating cash flows.

Not surprisingly, participants in the 2009 and 2014 planning processes viewed economic development as a priority for the county’s future. During the visioning sessions conducted for the 2009 planning process, participants described a county economy that is woven into other important aspects of the county’s future, such as environmental and social opportunities. Their comments emphasized the importance of economic development in attracting and keeping youth and young families, its relationship to housing costs, and the need to balance economic development with other county resources such as the environment and rural character. Tourism was also viewed as an important economic activity for the county, but one that would ideally become more year-round and better balanced by more industries that are less seasonal in nature. These themes were reviewed and validated as part of the 2014 planning process as having remained relevant.

This chapter provides state, regional, and county economic characteristics and trends. State and regional background information is presented first, followed by county information regarding major industries, occupations, and employers; personal income and earnings; labor force characteristics, including educational attainment, labor force participation and unemployment rates, and commuting patterns; and business and industry (re)development initiatives. Lastly, information is provided regarding environmentally contaminated sites tracked by the Wisconsin Department of Natural Resources (DNR), in order to evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses.

Since economic development issues are substantially intertwined with population, housing, and land use issues, readers may also want to review Resource Report Chapters 2, 4, and 10 (this report), which contain information relevant to the economic development information described in this chapter. Also, as stated in the housing chapter, there are different agencies that use different methods to collect data at different times, so figures in these chapters often can serve only as guides to trends or issues.

STATE AND REGIONAL BACKGROUND INFORMATION

STATE BACKGROUND INFORMATION

GENERAL INFORMATION

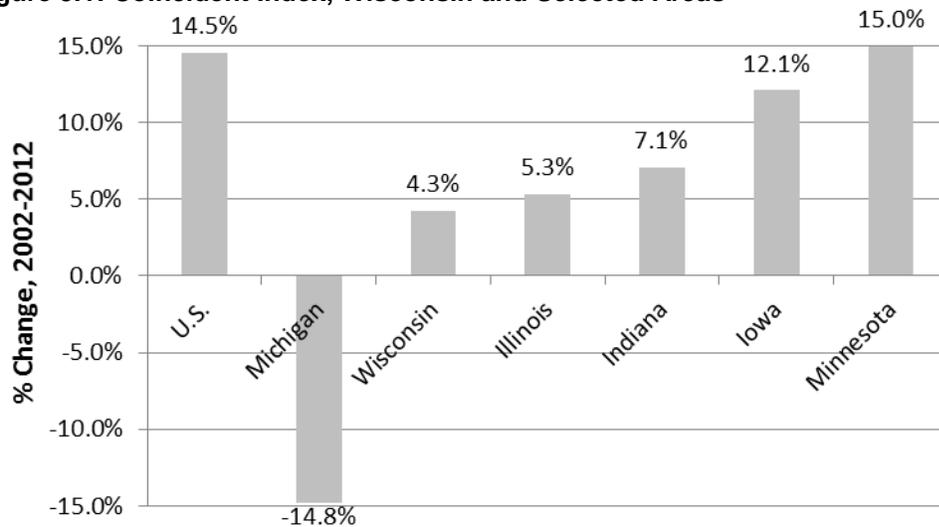
Per Capita Income (PCI), or income per person, is the mean income within an economic aggregate, such as a county or city, and is calculated by taking a measure of all sources of income in the aggregate and dividing it by the total population. In economic evaluation, PCI is used as a measure of the wealth of an area and often compared to neighboring areas or same type jurisdictions. In 2011, Wisconsin’s PCI of \$39,575 was 96% of the nation’s PCI of \$41,560, ranking the state 27th in the nation; higher than Indiana and Michigan, but less than Illinois, Iowa, and Minnesota.

Another way to compare economic health between states is to look at the coincident index, which

summarizes economic conditions in a single statistic. The Federal Reserve Bank of Philadelphia produces a monthly coincident index for each of the 50 states by combining four common state-level indicators: nonfarm payroll employment, average hours worked in manufacturing, the unemployment rate, and wage and salary disbursements deflated by the consumer price index. Each state's index trend is set to the trend of its gross domestic product (GDP), so long-term growth in the state's index also matches long-term growth in its GDP. These index numbers are released monthly, a few days after the Bureau of Labor Statistics (BLS) releases state employment data. More information regarding the coincident index methodology can be found at the Federal Reserve Bank of Philadelphia's website listed in the Resources and Further Information section at the end of this chapter.

Figure 5.1 below shows the change in coincident indexes for Wisconsin and surrounding states, and for the United States. Over the ten-year period between December 2002 and December 2012, Wisconsin's index increased by 4.3%, compared to 14.5% for the United States overall. For the same timeframe, Wisconsin's index lagged behind Illinois, Indiana, Iowa, and Minnesota; Michigan fared the worst, with a 14.8% decrease.

Figure 5.1: Coincident Index, Wisconsin and Selected Areas



Source: Philadelphia Reserve Bank, *State Coincident Index*, 2013.

WISCONSIN ECONOMIC DEVELOPMENT CORPORATION

In January of 2011, under the governorship of Scott Walker, the Wisconsin Legislature via Act 7 created the Wisconsin Economic Development Corporation (WEDC), a public-private authority that replaced the Wisconsin Department of Commerce. As stated by the Walker administration, WEDC's role is to "operate with greater flexibility in order to more effectively and efficiently assist Wisconsin's businesses." Under Act 7, Commerce's economic and community development functions were transferred to WEDC and contracts from other departments, primarily related to community and economic development, were also transferred to WEDC. The regulatory functions of Commerce, along with the Department of Regulation and Licensing, were merged into a new state agency called the Department of Safety and Professional Services (DSPS). Now the lead economic development organization in the state, WEDC is charged with:

- developing and implementing economic programs to provide business support, expertise, and financial assistance to companies that are investing and creating jobs in Wisconsin;
- supporting new business start-ups and business expansion and growth in Wisconsin; and
- developing and implementing any other programs related to economic development in

Wisconsin.

WISCONSIN DEPARTMENT OF WORKFORCE DEVELOPMENT

The Department of Workforce Development (DWD) supports the WEDC with its mission to advance Wisconsin's economy and business climate by empowering and supporting the workforce. The DWD conducts research and data analysis in order to identify issues and trends that influence the state's employment picture. In addition, its Office of Economic Advisors produces reports on the state's workforce outlook, such as regional employment projections, discussed in the next section. The DWD also provides training and employment assistance to people looking for work, while working with employers on finding the necessary workers to fill current job openings.

REGIONAL BACKGROUND INFORMATION

This section discusses DWD industry employment projections for the Bay Area, regional plans and strategies for northeast Wisconsin and the lakeshore area, and regional economic development and adult education partnerships.

INDUSTRY EMPLOYMENT PROJECTIONS

The DWD developed projections through the year 2018 for the Bay Area, a ten-county region in northeast Wisconsin, including Door County. (See Table 5.1.) These projections are categorized by industry, a group of establishments that produce similar products or provide similar services. The North American Industry Classification System (NAICS) groups similar establishments into industries. For example, all establishments that manufacture automobiles are in the same industry. An establishment is generally a single physical location where services are provided or goods are produced. Examples of establishments include a factory, mine, store, or office. Table 5.1 displays information compiled by the DWD based on the NAICS codes and customized for the Bay Area region. Other tables in this chapter that give industry information specific to Door County will list either supersectors, the largest categorization of industries, or two-digit sectors, the second largest categorization, per the standard NAICS classification system.

Table 5.1: Bay Area Workforce Development Area Industry Employment Projections

Industry	2008	2018	2008 - 2018	
	Estimate	Projection	# Change	% Change
Total, All Nonfarm Industries	313,780	320,280	6,500	2.1%
Construction/Mining/Natural Resources	13,480	14,140	650	4.8%
Manufacturing	75,220	67,030	- 8,190	- 10.9%
Fabricated Metal Product Manufacturing	15,570	14,020	- 1,550	- 10.0%
Food Manufacturing	11,160	11,170	10	0.1%
Machinery Manufacturing	7,190	6,900	- 290	- 4.0%
Trade	43,530	43,400	- 130	- 0.3%
General Merchandise Stores	7,770	8,110	340	4.4%
Transportation and Utilities (Including US Postal)	16,740	17,130	390	2.3%
Financial Activities	17,020	17,370	350	2.1%
Education and Health Services (Including State and Local Government)	56,050	63,650	7,600	13.6%
Educational Services (Including State and Local Government)	20,130	20,400	270	1.3%
Hospitals (Including State and Local Government)	11,990	13,510	1,520	12.6%
Leisure and Hospitality	29,710	31,460	1,750	5.9%
Information/Prof. Services/Other Services	43,300	46,780	3,480	8.0%
Government (Excluding US Postal, State and Local Education and Hospitals)	18,730	19,330	600	3.2%

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, April 2011.

Within the Bay Area region, the largest increase in number of jobs is expected to be in Education and Health Services, with a projected increase of 7,600 jobs, or a 13.6% growth rate. The next largest job increase is expected to be in Information/Professional Services/Other Services, with an additional 3,480 jobs, or a 12.6% growth rate. The largest decrease in number of jobs is expected to take place in the Manufacturing sector, with a loss of 8,190 jobs, or a decrease of 10.9%.

REGIONAL ECONOMIC DEVELOPMENT PLANS AND STRATEGIES

Northeast Wisconsin Economic Opportunity Study

In order to develop policies and strategies to halt deteriorating employment trends in their service areas, a partnership of regional workforce development boards commissioned an economic opportunity study for northeast Wisconsin. Completed in November of 2004, the Northeast Wisconsin (NEW) Economic Opportunity Study covers 18 counties in northeastern Wisconsin and is the first comprehensive regional economic study for this area. Listed below are the five regional strategies outlined in the plan, which Bay-Lake Regional Planning Commission (BLRPC), the regional planning commission encompassing Door and seven other northeast Wisconsin counties, is charged with implementing.

1. Move to a “New Economy” model of economic development. (The New Economy is based on knowledge and abundance theory, the concept that collaboration will “grow the pie” sufficiently large enough to serve an ample piece to everyone. A skilled workforce is imperative in this economic model. Creativity and innovation coupled with entrepreneurship and risk capital generate high value added products. These products yield higher margins, better pay, and more community wealth.)
2. Move to a collaborative (regional) model of economic development.
3. Change the social and cultural mindset on risk and collaboration.
4. Change the regional image.
5. Promote industry cluster development in the following clusters:
 - Biorefining/paper products
 - Printing and publishing
 - Insurance products
 - Nutraceuticals (natural, bioactive chemical compounds that have health promoting, disease preventing, or other medicinal properties)
 - Machine tool design
 - Healthcare
 - Biomass/agriculture/food processing
 - Maritime vessels and equipment
 - Tourism
 - Specialty crops
 - Automated manufacturing technology
 - Education and workforce training services

The NEW plan predicts that health care will be a major growth industry for northeast Wisconsin and for Door County. Not only will there be increased jobs in health care, but wages will be commensurate to manufacturing wages for appropriately trained workers. See the Resources and Further Information section for more information regarding the NEW study.

Bay-Lake Regional Planning Commission - Comprehensive Economic Development Strategy

Funded by the federal Economic Development Administration (EDA), BLRPC updates its Comprehensive Economic Development Strategy (CEDS) for its Economic Development District (the eight-county Bay-Lake region) every three years. The plan is intended to bring together public and private sectors to strengthen the regional economy and to qualify the region for additional EDA assistance. The CEDS analyzes the local and regional economy and identifies investment priorities and possible funding sources. A series of goals, objectives, and strategies are also outlined in the plan. The 2012 plan does not list any projects for Door County.

REGIONAL PARTNERSHIPS

There are eight partnerships working to promote economic development and adult education for the northeast Wisconsin area and a new lakeshore industry cluster area.

- *NEW North, Inc.* New North consists of an 18-county region in northeast Wisconsin, including Door County. This consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders is working to make northeast Wisconsin a more competitive region for job growth, while still maintaining a superior quality of life.
- *Northeast Wisconsin Regional Economic Partnership (NEWREP).* NEWREP provides hands-on support and programming for existing and prospective businesses in the northeast Wisconsin area. NEWREP membership offers: community-specific economic development programs; access to workforce and training programs; information about local buildings, sites, industrial/commercial parks; financing program support and technical direction; technical support for business development projects; local advocacy and liaison for resident and new business investment; and community and state program liaison.
- *Bay-Lake Regional Planning Commission.* The BLRPC region was designated by the U.S. Department of Commerce, Economic Development Administration as an Economic Development District in 1979. An EDA invests in public works, and provides economic adjustment assistance, technical assistance, and short-term planning. EDA investments are intended to enhance regional competitiveness and support long-term diversification and development of the regional economy. Eligible EDA applicants are states, city and local governments, Indian Tribes, colleges and universities, nonprofit organizations, and economic development districts.
- *Northeast Wisconsin Consortium of Adult Education (NEWCAE).* Established in 2002, NEWCAE is an association of area public and private colleges and universities. In collaboration with business, industry, and other local community organizations, the association offers services that encourage, promote, and provide higher and continuing education opportunities for adult learners.
- *Northeast Wisconsin Educational Resource Alliance (NEW ERA).* NEW ERA fosters regional partnerships among the public colleges and universities in the northeast Wisconsin area to better serve the educational needs of the 1.2 million people living in this area.
- *Northeast Wisconsin (NEW) Manufacturing Alliance.* The NEW Manufacturing Alliance is a group of manufacturers working with educational institutions, workforce development boards, chambers of commerce, and state organizations to promote manufacturing in the northeast Wisconsin area. Its vision is to unite manufacturers area and strengthen the area's position as a world-leading region of advanced manufacturing opportunities. The Alliance's four objectives are to:

- create a positive view of manufacturing careers in the area;
 - grow partnerships with K-16, media, and other manufacturers;
 - promote workforce development; and
 - advance collaboration efforts that promote the health of manufacturing.
- *Bay Area Workforce Development Board, Inc.* The Bay Area Workforce Development Board consists of 10 counties, including Door County, and works to meet employers' needs by increasing job skills and educational levels. The Workforce Development Board consists of 41 members, including business, education, labor, and economic development partners.
 - *Lakeshore Industry Cluster Initiative.* The most recent of the previously described initiatives, the Lakeshore Industry Cluster includes Manitowoc, Door, Calumet, Kewaunee, and Sheboygan counties. Its purpose is to create regional industry cluster networks that engage businesses in analyzing and leveraging their assets and opportunities in order to create additional business growth and development. The Initiative focuses on identifying and targeting regional assets and resources to improve the competitiveness of the manufacturing, food processing/agriculture, energy, and tourism industries. The Initiative also evaluates how the Lakeshore region ranks against other communities.

COUNTY-LEVEL INDUSTRIES, OCCUPATIONS, AND EMPLOYERS

GENERAL ECONOMIC INFORMATION

Note: all dollar values given are inflation-adjusted to 2011.

Door County's economy has traditionally depended on the agriculture, manufacturing, and tourism industries. Largely, those industries are split into three general geographic areas within the county: manufacturing in the city, agriculture in the south, and tourism in the north. Manufacturing has always been concentrated in the City of Sturgeon Bay, with very little in the southern and northern areas. Agriculture, especially dairy production, had been widespread throughout the county, though more recently it has declined drastically in Northern Door and somewhat in Central Door, but remains predominant in Southern Door. Northern Door County is much more tourism oriented than the rest of the county, with agriculture continuing to decline and very little manufacturing present. The next section, Industry Sectors, discusses specific employment information for the manufacturing and tourism industries; agricultural employment information is not discussed because the industry agricultural data for Door County is suppressed.

MANUFACTURING/SHIPBUILDING

Door County has a substantial manufacturing base that exports products, including water vessels, wire products, specialty machines, and marine service equipment. Shipbuilding has historically been the top revenue-producing manufacturing industry in the county and remains on top, despite somewhat recent decline in demand for luxury and custom-built yachts. Both Bay Shipbuilding Company (owned by an Italian parent company) and Palmer Johnson are well established shipbuilding businesses employing a skilled labor force and form the center of a shipbuilding "cluster." A "cluster" is defined as a geographically neighboring group of organizations in a particular field linked by what they have in common and the ways in which they complement one another. Bay Shipbuilding and Palmer Johnson form the center of this cluster, with other companies in the area defining its extent. This cluster also includes the U.S. Coast Guard, marinas, boat and ship maintenance and repair services, marine towing and salvage, marine design and engineering, and boat brokerage/sales.

Bay Shipbuilding is the largest employer in the county, employing about 662 people. Originally, the company built only freshwater vessels, but now builds a variety of ocean-going vessels, up to 1,000 feet in length, used along U.S. coastlines. The company repairs a significant portion of the Great Lakes working vessel fleet, as well as Coast Guard vessels. In 2008, an Italian company, Fincantieri, purchased Manitowoc Marine Group, which includes Bay Shipbuilding Company. Shortly after, the Sturgeon Bay City Council approved a development agreement with Fincantieri Marine Group/Bay Shipbuilding Company that released \$6 million in State Harbor Assistance grant funds for construction of a new floating dry dock. In addition, the company constructed a new 3,500 square foot welding training center and a 17,000 square foot pipe shop in the shipyard. The company has also been approved to receive a \$2.8 million federal economic stimulus grant to fund new manufacturing equipment, for which they provide a 25% match.

Palmer Johnson has evolved over the past 90+ years from building wooden boats to large custom motor yachts. Starting in 2004, the company rebounded from a slump and began to thrive under a new owner and business model, supported by introduction of a new sport yacht design. Upon receiving a \$2 million state Community Development Block Grant, Palmer Johnson completed an addition to their current building, as well as adding a new painting and production facility. In early 2008, the company employed about 408 people, however, the Great Recession forced the company to reduce employment to approximately 133 people.

TOURISM

Tourism is a vital component of Door County's economy; according to the Door County Visitor Bureau (DCVB), 2.2 million visitors a year come to the county. Tourists visit Door County to take advantage of walking and biking trails, state and local parks and other natural areas, golf courses, historic sites, approximately 300 miles of coastal shoreline, commercial districts, and the arts community. Many businesses cater to tourism, such as resorts, motels, campgrounds, bed and breakfasts, and retail stores, and are continually expanding their services to meet the diverse interests of people who come to the county.

The Wisconsin Department of Tourism's Economic Impact Fact Sheet for Door County reported for 2011 that:

- Door County ranked 8th of all counties in the state for traveler spending, at an estimated \$271.2 million, representing an increase of 1.6% from 2010 and 5.5% from 2009.
- Visitors to Door County supported 2,921 jobs, generating total personal income of \$62.3 million for these jobs.
- Visitors to Door County generated \$30.7 million in state and local taxes and \$19.9 million in federal taxes.

Note that the Department of Tourism reported traveler spending in Door County at \$421 million in 2006, as documented in the previous version of this Plan. If the current and historic figures are comparable, this would mean there was a decrease of 36% in visitor spending in Door County between 2006 and 2011. Although the Department does not make historical data available on its Web site, this drop in tourism spending could be attributable to the Great Recession, which officially started in December 2007. Between 2006 and 2008, the DCVB reported a large drop in average daily traffic counts. In 2006, there were an average of 11,972 vehicles per day coming into the county, which fell by 1,305 (11%) to an average of 10,667 vehicles per day in 2008.

Tourism Marketing and the Door County Visitor Bureau

A room tax is the top funding mechanism for tourism promotion and marketing across the country. In states that have adopted enabling legislation, municipalities have the authority to apply a room tax on the renting of sleeping rooms at hotels, motels, resorts, inns, bed and breakfasts, and other

lodging facilities in the local area, if state regulations are followed. In Wisconsin, municipalities can set the tax rate from 0 – 8%, with limited exceptions. A single municipality may adopt the tax or multiple municipalities can band together to create a tourism “zone.” A tourism zone must be overseen by a “tourism commission,” governed by representatives from the participating municipalities.

All of Door County’s 19 municipalities have partnered to operate as a tourism zone, governed by the Door County Tourism Zone Commission (TZC), and charge a 5.5% room tax. Created in 2007 by an intergovernmental agreement, the TZC is responsible for issuing the lodging permits, collecting the room tax, preparing and delivering all required reports, contracting with a marketing entity (DCVB), approving marketing plans, and reviewing performance measurements. All lodging establishments in Door County with rentals less than 30 days are required to charge the room tax, which periodically gets paid to the TZC.

State law requires that at least 70% of room tax money is spent on tourism promotion and development, with the remaining revenue going to participating municipalities to spend however they wish. Door County’s intergovernmental agreement splits the total tax into 30% and 70% shares, with 30% going to the member municipalities and 70% going to the TZC for tourism marketing and operations.

The TZC can keep up to 4% for operating expenses, but at least 66% must go to the DCVB for their marketing and operating expenses. In 2011, the Commission collected over \$3.2 million in room tax. Other figures and statistics for 2011, as published by the TZC, are listed below.

- Approximately 48% of the total room tax collected was earned in the months of July and August.
- The month of August had the highest number of rooms available for rent, at 136,180 units, and 91,508 of those units were filled for an occupancy rate of 67.2%.
- The month of July had the highest occupancy rate, at 71.6%, with 136,048 units available and 97,354 units filled.
- The highest average nightly rate for a room was \$154 in July.

As the county’s official tourism marketing organization, the DCVB’s mission is to “generate incremental economic impact for the community by attracting visitors with strategies that ensure sustainable tourism.” In 2008, the DCVB published the results of a brand development study that attempted to define the county’s unique and distinctive attributes and their emotional and functional benefits to visitors. The report outlined specific action steps to develop the Door County “brand” as follows:

- Align the Door County/community brand between all communities.
- Enhance partnership formations between DCVB, local government, and non-profit agency leaders.
- Coordinate a county-wide community visitor information services network.
- Develop a “brand service excellence” training program for employees.
- Integrate a gateway and directional signage system throughout the county.
- Institute “shoulder season” destination brand marketing research and planning.
- Formulate a cultural tourism strategy.
- Formulate an ecotourism strategy.

More information on the brand development study can be found in the Resources and Further Information section at the end of this chapter.

AGRICULTURE

Discussed in further detail in Chapter 7, Agricultural Resources, Door County has a long history in agriculture, most notably in dairy and orchard crops. Dairy production is in decline, though it continues to contribute the most to the county's agricultural economy (see below). Cherry production also continues to decline, but the county is experiencing some renewed growth in apple production, as well as advancing in other specialty crops such as cold-climate wine grapes. Some wineries are starting to use local grapes for wine-making, but the growing of grapes in the county is still in an experimental stage. Cherries and other fruit are now more frequently used in the production of locally grown and produced wines. Lastly, the county is experiencing economic success with organic, naturally grown, and greenhouse foods.

Economic Impact

Agriculture is an important economic activity in Door County, with hundreds of family-owned farms and agriculture-related businesses and industries providing equipment, services, and other products farmers need to process, market, and deliver food to consumers. Approximately 88% of farms in Door County are owned by individuals or families (an additional 7% are owned by family partnerships, and another 4% are owned by family-owned corporations). The production, sales, and processing of Door County's farm products generate employment, economic activity, income, and tax revenue.

According to the UW-Extension, agriculture in Door County accounted for the following sales, employment, and tax figures in 2011 (see also Table 5.2):

- \$288.4 million (14%) of the county's total business sales. Of this \$288.4 million:
 - \$220.4 million was from the sale of all farm and value-added products. The top five commodities contributing to farm product sales in 2007 were (in millions):
 - milk, \$27.7
 - grains, \$8.7
 - cattle and calves, \$7.6
 - vegetables, \$5.3
 - fruits and berries, \$5.0
 - \$68 million was from indirect sales. UW-Extension estimates that one dollar of sales from agricultural products generates an additional \$0.31 of business sales from other parts of the county's economy.
 - \$48.3 million from agriculture-related business-to-business sales (the purchase of agricultural and food-processing services, inputs, and equipment); and
 - \$19.7 million from local spending of earnings by employees of agriculture related businesses.
- 2,098 jobs for county residents, or approximately 11% of the county's entire workforce.
- \$89.8 million (9%) of the county's total income (wages, salaries, benefits, and profits of farmers and workers in agriculture-related businesses).
- Nearly \$8.9 million paid in taxes, not including property taxes paid to local schools.

Table 5.2: Economic Impact of Agriculture, Door County

Agriculture	2000* (in millions)	2011	% Change
Direct Sales	186.8	220.4	18%
Business-to-Business Sales	52.0	48.3	-7%
Spending of Earnings	7.7	19.7	156%
Total Economic Activity	246.5	288.4	17%
Agricultural Income	42.1	89.8	113%
Taxes	6.0	9.0	50%
Number of Jobs	2,199	2,098	-5%

Source: UW-Extension - Door County, 2000 & 2011.

*Inflation-adjusted to 2011.

Dairy is the largest part of Door County’s agricultural activity, contributing \$89.8 million (31%) to the county’s economy in 2011. (See Table 5.3.) However, this figure is down \$66.0 million (42%) from its 2000 contribution of \$155.8 million. In 2011, on-farm production and sale of milk accounted for \$39 million and processing accounted for the remaining \$50.8 million.

Table 5.3: Economic Impact of Dairy, Door County

Dairy	2000*	2011	% Change
On-Farm Production & Sale	91.7	39.0	-57%
Processing	64.1	50.8	-21%
Total Economic Impact of Dairy	155.8	89.8	-42%
Number of Processing Plants	5	6	20%

Source: UW-Extension - Door County, 2000 & 2011.

*Inflation-adjusted to 2011.

After dairy, the top commodities contributing to farm product sales are, respectively, grains, cattle and calves, vegetables, and fruits and berries. Also, according to UW-Extension, Door County, the production of landscape trees and plants, as well as landscape and grounds maintenance, are rapidly growing segments of Door County’s agricultural industry.

Agricultural land also contributes to the bottom line for municipalities. *The Cost of Community Services Study in the Towns of Gibraltar and Nasewaupee*, commissioned in 2004 by the Door County Environmental Council and the Door County Land Trust and conducted by a professor in Urban and Regional Planning at the University of Wisconsin-Madison, concluded that undeveloped land contributes more in taxes than it costs in municipal expenditures. The study found that “farmlands, forests, wetlands and other open spaces provide more revenue to a community than they require in expenditures, resulting in a net fiscal benefit to that community,” while residential development typically costs a community more than it pays in taxes because of the services required to support the development. Agricultural lands are therefore providing cost-savings benefits to the municipalities within which they are located.

INDUSTRY SECTOR INFORMATION

Table 5.4 provides an overview of the number of establishments, number of paid employees, average annual wage, and total annual payroll for each two-digit industry sector in Door County for 2011, as estimated by the Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW). The data consists of employment and wages reported to federal unemployment insurance programs and represents about 99.7% of all wage and salary civilian employment in the county. Only filled jobs, whether full- or part-time, temporary or permanent, are counted. People working in Door County excluded from QCEW reporting requirements are self-employed workers, most agricultural workers on small farms, and members of the U.S. Coast Guard.

Table 5.4: Industry Sectors, Door County

Industry Sector	# Estab. (Ann. Ave.)	# Empls. (Mnthly Ave.)	Wage (Ann. Ave.)
Agricultur, Forestry, Fishing, and Hunting	S	S	S
Mining, Quarrying, and Oil and Gas Extraction	S	S	S
Utilities	6	56	\$66,450
Construction	126	579	\$36,404
Manufacturing	66	1,742	\$42,010
Wholesale Trade	35	143	\$39,720
Retail Trade	232	1,693	\$20,984
Transportation and Warehousing	42	201	\$31,922
Information	S	S	S
Finance and Insurance	54	341	\$42,552
Real Estate, Rental, and Leasing	39	169	\$19,675
Professional and Technical Services	78	213	\$35,295
Management of Companies and Enterprises	2	4	\$59,201
Administrative and Waste Services	66	338	\$23,437
Education Services	15	723	\$36,404
Health Care and Social Assistance	63	1,433	\$39,969
Arts, Entertainment, and Recreation	42	355	\$21,219
Accommodation and Food Services	234	2,463	\$14,718
Other Services Except Public Administration	102	684	\$15,845
Public Administration	36	919	\$28,238
Unclassified	S	S	S

Source: WI Department of Workforce Development, *Quarterly Census of Employment and Wages, 2011*.

S = Suppressed

Manufacturing Employment

During the 1980s, manufacturing accounted for over 30% of the jobs in the county, mostly due to shipbuilding. Shipbuilding experienced an economic downturn in the 1990s, drastically reducing the number of manufacturing jobs in Door County. Although still ranking at the top for the largest percentage of jobs in the county, that figure continues to trend downward. At the end of 2000, manufacturing jobs made up 17% of the total number of jobs in the county; that figure dropped to 14.4% by the end of 2011. For total number of jobs, manufacturing ranks second at 1,742, surpassed only by “Accommodation and Food Services,” at 2,921 jobs.

Manufacturing continues to rank highest in terms of total payroll: approximately 21.3% percent of the total payroll for the county in 2011 was paid to manufacturing industry jobs. The 2011 average annual wage in manufacturing was \$42,010, the highest average annual wage in Door County. Although these jobs are the highest paying in Door County, the county’s manufacturing wages are only 85.6% of the state’s average annual wage for manufacturing.

Tourism Employment

While there is no “tourism” industry sector, the two sub-sectors most closely connected to tourism are “Arts, Entertainment, and Recreation” and “Accommodation and Food Services.” These two sectors lumped together are called the “Leisure and Hospitality” supersector. In Door County, leisure and hospitality jobs rank first in total number of jobs, but employees earn far less than workers in other industries. In 2011, 23.4% percent of the total jobs in Door County were in leisure and hospitality, but employees earned only 12.8% of the total payroll for the county. The average annual wage for leisure and hospitality jobs in 2011 was \$14,951 for Door County, 2.4% higher than the state average of \$14,597 for the same year.

Many jobs in this occupation are entry level, part-time, and seasonally based. Employers in this industry tend to be small: in Door County in 2006, there were an average of 12 workers per establishment. Thus, no leisure and hospitality business appears on the list of top fifteen employers, discussed in a later section.

The “Retail Trade” industry sector is also closely connected to tourism and ranks third highest for total number of jobs in Door County. In 2011, there were 1,693 retail trade jobs, making up 14.0% of total number of jobs, but only 10.3% of total wages. Employees in retail trade earned an average wage of \$20,984 for the same year.

Five-Year Employment Trends

Door County industry information for 2006 and 2011 is provided in Table 5.5, below. Since 2006, the reported number of total establishments is down by 59 (4.5%) and the reported number of total jobs is down by 978 (7.5%). Adjusted for inflation, reported total wages are down \$344.7 million (9.1%), from \$377.8 million in 2006 to \$343.3 million in 2011.

Table 5.5: Five-Year Change in Industry Sectors, Door County

Industry Sector*	# Estab. (Annual Ave.)			# Employees (Monthly Ave.)			Total Wages		
	2006	2011	Change	2006	2011	Change	2006**	2011	Change
Utilities	4	6	50.0%	30	56	86.7%	\$1,643,087	\$3,721,226	126.5%
Construction	158	126	-20.3%	935	579	-38.1%	\$37,640,742	\$21,077,939	-44.0%
Manufacturing	73	66	-9.6%	2,190	1,742	-20.5%	\$88,820,122	\$73,182,221	-17.6%
Wholesale Trade	47	35	-25.5%	202	143	-29.2%	\$7,501,118	\$5,679,893	-24.3%
Retail Trade	244	232	-4.9%	1,817	1,693	-6.8%	\$40,455,528	\$35,525,714	-12.2%
Transportation & Warehousing	36	42	16.7%	210	201	-4.3%	\$6,952,625	\$6,416,245	-7.7%
Finance & Insurance	53	54	1.9%	351	341	-2.8%	\$14,723,278	\$14,510,106	-1.4%
Real Estate, Rental, Leasing	47	39	-17.0%	222	169	-23.9%	\$4,553,101	\$3,325,159	-27.0%
Professional & Technical Services	84	78	-7.1%	250	213	-14.8%	\$10,737,972	\$7,517,931	-30.0%
Mngmnt of Companies & Enterprises	3	2	-33.3%	13	4	-69.2%	\$1,346,367	\$236,805	-82.4%
Administration & Waste Services	58	66	13.8%	366	338	-7.7%	\$9,086,865	\$7,921,545	-12.8%
Education Services	17	15	-11.8%	750	723	-3.6%	\$27,247,243	\$26,320,374	-3.4%
Health Care & Social Assistance	54	63	16.7%	1,237	1,433	15.8%	\$46,076,937	\$57,275,339	24.3%
Arts, Entertainment, Recreation	39	42	7.7%	369	355	-3.8%	\$8,013,345	\$7,532,587	-6.0%
Accommodation & Food Services	244	234	-4.1%	2,597	2,463	-5.2%	\$36,663,538	\$36,249,948	-1.1%
Other Services Exc. Public Admin.	101	102	1.0%	667	684	2.5%	\$11,579,689	\$10,838,122	-6.4%
Public Administration	35	36	2.9%	828	919	11.0%	\$24,710,947	\$25,950,297	5.0%
Totals	1,297	1,238	-4.5%	13,034	12,056	-7.5%	\$377,752,504	\$343,281,451	-9.1%

Source: WI Department of Workforce Development, Quarterly Census of Employment and Wages, 2011.

* Industries not reported (data is suppressed): Ag, Forestry, Fishing, and Hunting; Mining, Quarrying, and Oil and Gas Extraction; Information; Unclassified.

**Inflation-adjusted to 2011.

Between 2006 and 2011, the construction industry lost the most in total wages, decreasing by over \$16.6 million (44.0%). For the same timeframe, the manufacturing industry had the second biggest loss in total wages, decreasing by over \$15.6 million (17.6%), and retail trade had the third biggest loss in total wages, decreasing by over \$4.9 million (12.2%). Manufacturing and construction also lost the most employees, with manufacturing losing 448 employees and construction losing 356 employees.

The health care and social assistance industry grew by far the most of any industry between 2006 and 2011, increasing by over \$11.2 million (24.3%). For the same timeframe, the utilities industry grew second most, increasing by over \$2.0 million (12.5%), followed by the public administration industry, increasing by over \$1.2 million (5.0%). The health care and social assistance industry

added the most employees, at 196, followed by public administration, 91, and utilities, 26.

AVERAGE ANNUAL WAGES

Average annual wages are estimated by calculating the sum of wages of all the employees in a given industry or occupation and then dividing the total wages by the number of employees. In 2011, the average annual wage was \$28,416 for Door County and \$41,012 for the state. Some of this gap can be attributed to the seasonality of much of the county’s economy, which requires fewer year-round, permanent positions and more temporary and contract labor than is typical for less seasonal areas.

Table 5.6 compares the 2011 average annual wage for supersectors by industry division between Door County, neighboring counties, and the state. Door County averages were less than state averages in all categories except for Leisure and Hospitality.

Table 5.6: Average Annual Wage by Industry Division, Door County and Selected Areas

Industry	State	Door Co.	Brown Co.	Kewaunee Co.	Door County % of State
All Industries	\$41,012	\$28,416	\$42,051	\$38,620	69%
Natural Resources	\$31,708	\$25,396	\$29,024	\$26,479	80%
Construction	\$50,183	\$36,404	\$48,600	\$40,236	73%
Manufacturing	\$51,421	\$42,010	\$48,464	\$38,385	82%
Trade, Transportation, and Utilities	\$35,021	\$24,543	\$35,189	\$66,259	70%
Information	\$53,571	S	S	\$15,837	not avail.
Financial Activities	\$55,651	\$34,971	\$49,947	\$38,094	63%
Professional and Business Services	\$47,841	\$28,246	\$49,739	\$57,260	59%
Education and Health	\$43,178	\$38,774	\$45,327	\$28,578	90%
Leisure and Hospitality	\$14,974	\$15,537	\$27,197	\$7,524	104%
Other Services	\$23,117	\$15,845	\$19,407	\$27,972	69%
Public Administration	\$42,553	\$28,238	\$44,076	\$26,598	66%
Unclassified	44,708	S	S	S	not avail.

Source: WI Department of Workforce Development, *Quarterly Census of Employment and Wages, 2011.*

Table 5.7 compares average annual wages in Door County for 2007 and 2011. Overall, the average annual wage for all industries increased by 1.3% between 2007 and 2011. Average annual wages increased for all industry divisions except “professional and business services,” “construction,” “other services,” and “public administration,” which decreased by 13.7%, 7.0%, 6.1%, and 2.7%, respectively. Average annual wage increased the most for “natural resources,” at 20.3%, followed by an 8.1% increase for “education and health.”

Table 5.7: Average Annual Wage by Industry Division, Door County

Industry	2007*	2011	% Change
All Industries	\$28,051	\$28,416	1.3%
Natural Resources	\$21,119	\$25,396	20.3%
Construction	\$39,142	\$36,404	-7.0%
Manufacturing	\$39,434	\$42,010	6.5%
Trade, Transportation, and Utilities	\$24,330	\$24,543	0.9%
Information	S	S	--
Financial Activities	\$32,710	\$34,971	6.9%
Professional and Business Services	\$32,726	\$28,246	-13.7%
Education and Health	\$35,880	\$38,774	8.1%
Leisure and Hospitality	\$14,646	\$15,537	6.1%
Other Services	\$16,881	\$15,845	-6.1%
Public Administration	\$29,018	\$28,238	-2.7%
Unclassified	S	S	--

Source: WI Department of Workforce Development, Quarterly Census of Employment and Wages, 2007 & 2011.

*Inflation-adjusted to 2011.

OCCUPATIONS

An occupation is a set of activities or tasks that employees are paid to perform. Employees that perform essentially the same tasks are in the same occupation, whether or not they are in the same industry. A given industry, or even a particular establishment in that industry, might have employees in dozens of occupations.

Some occupations are concentrated in a few particular industries, while other occupations are found in the majority of industries. Note that since the DWD does not provide occupation information for Door County, the data provided in this section is from the U.S. Census Bureau. Due to different definitions and methods of collecting data, the total for “employed persons” provided below cannot be compared to the total “number of employees” provided in the previous section.

Table 5.8 compares employed persons by occupation divisions for Door County for the years 2000 and 2011. According to the U.S. Census Bureau, total employed persons in Door County grew by 553 (4%), with growth occurring in the “management, professional, and related” division and the “service” division. Between 2000 and 2011, the “service” division grew the most, at 38%, followed by the “management, professional, and related” division, at 16%. All other occupation divisions declined for the same timeframe, with the greatest decline occurring in the “production, transportation, and material moving” division, at 18%.

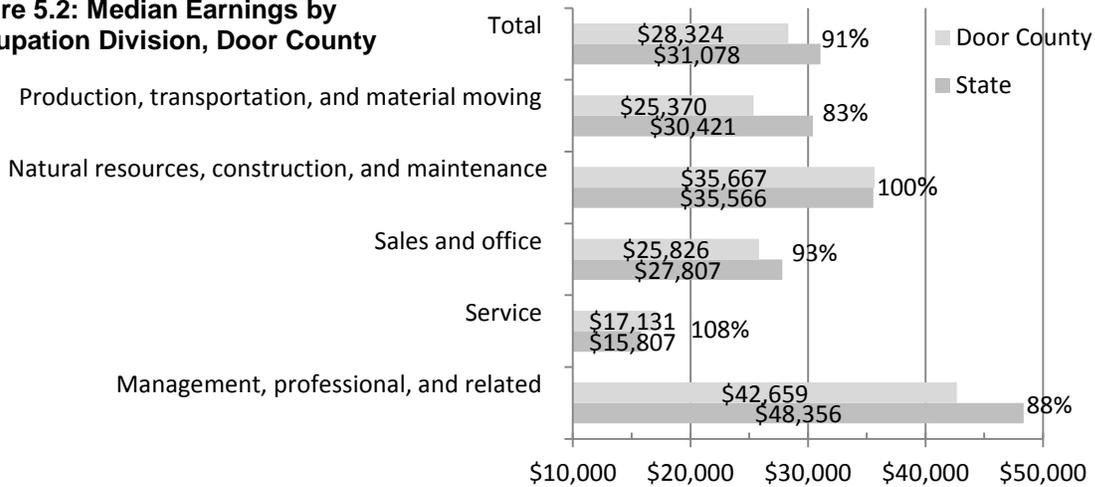
Table 5.8: Employed Persons by Occupation Division, Door County

	Number		2000 - 2011	
	2000	2011	# Change	% Change
Management, professional, and related	3,828	4,425	597	16%
Service	2,172	2,996	824	38%
Sales and office	3,285	3,131	-154	-5%
Natural resources, construction, and maintenance	2,114	1,840	-274	-13%
Production, transportation, and material moving	2,502	2,062	-440	-18%
Total	13,901	14,454	553	4%

Source: U.S. Bureau of the Census: 2000, SF3 Sample Data, DP-3; 2009 - 2011 ACS 3-year estimates, Table ID S2406 (same for municipal-level data).

Median wages in Door County fall below the state’s median wages for all occupation divisions except the “service” division and the “natural resources, construction, and maintenance” division. (See Figure 5.2.) The fact that Door County pays more than the rest of the state for its “service” occupations coincides with the county’s reputation as a premier resort destination. Compared to the state, the lowest-paying occupation divisions in the county are the “production, transportation, and material moving” division, at 83% of the state’s median, and the “management, professional, and related” division, at 88% of the state’s median.

Figure 5.2: Median Earnings by Occupation Division, Door County



Source: U.S. Bureau of the Census: ACS, 2009 - 2011, 3-Year Estimates, Table ID S2401. See Table ID B24011 for municipal-level data.

MAJOR EMPLOYERS

Table 5.9 lists the top 15 employers in Door County in terms of total number of employees, regardless of number of hours worked per week, as reported by the Door County Economic Development Corporation (DCEDC) for the years 2008 and 2012. Public sector employers on the list include the county itself and two of the county’s five local public school districts. The private industries on the list are from a number of different sectors, including manufacturing, health care, and banking. Bay Shipbuilding and Door County Memorial Hospital are the largest private employers, employing 662 and 522 people, respectively.

Six of the 15 employers had a reduction in total number of employees between 2008 and 2012, with Palmer Johnson reducing the most, by 275 employees. The second largest loss occurred at Baylake Bank with a reduction of 177 employees. NEW Industries hired the most new employees, at 55, followed by Wire Tech Fabricators, at 13.

Note: The Department of Workforce Development also reports top employers in the county on its website, however, their figures vary significantly from the DCEDC figures. DCEDC figures are reported here, because they are able to keep their numbers more current. DCEDC has fewer companies to survey and can survey them more frequently. In some cases, as with their revolving loan program recipients (i.e., Palmer Johnson), DCEDC gets employment numbers on at least a semi-annual basis.

Table 5.9: Top 15 Employers, Door County

Largest Employers	Type of Business	# of Employees		% Change
		2008	2012	2008 - 2012
Bay Shipbuilding	Ship Repair & Construction	750	662	-11.7%
Door County Memorial Hospital	Health Care	550	522	-5.1%
County of Door	County Government	329	329	0.0%
Hatco Corporation	Commercial Kitchen Equipment	298	304	2.0%
School District of Sturgeon Bay	Elementary & Secondary Schools	213	195	-8.5%
NEW Industries	Custom Machining	130	185	42.3%
Southern Door Public School	Elementary & Secondary Schools	174	179	2.9%
Baylake Bank	Commercial Banking	340	163	-52.1%
Marine Travelift/ExacTech	Boat & Industrial Hoists	237	155	-34.6%
Econo Foods	Grocery	*	150	--
Palmer Johnson	Luxury Yacht Builder	408	133	-67.4%
Therma-Tron-X	Industrial Finishing Systems	123	124	0.8%
Door County YMCA	Civic & Social Organization	115	115	0.0%
WireTech Fabricators	Wire Products	100	113	13.0%
Pick N Save	Grocery	*	85	--

Source: Door County Economic Development Corporation, 2008 & 2012.

* No data available.

COUNTY-LEVEL PERSONAL INCOME AND EARNINGS

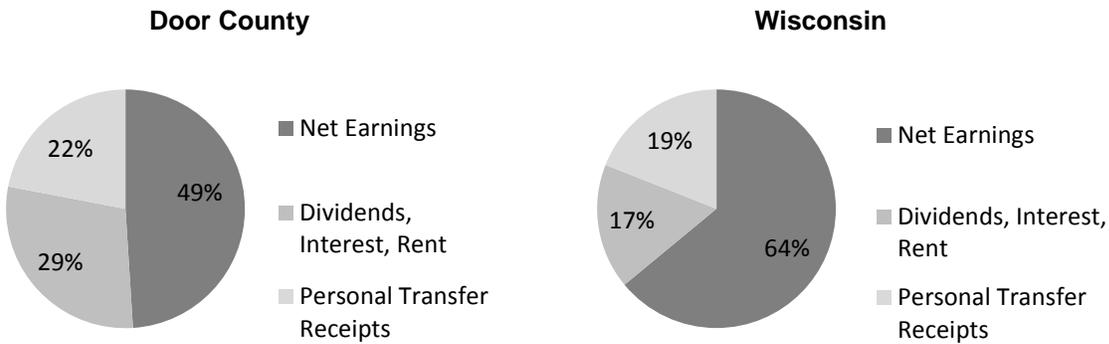
Note: All dollar values are inflation-adjusted to 2010 or 2011, as noted. Also, for the Median Income and Earnings Income sections, individual municipalities within Door County are grouped together into Northern Door, Southern Door, and the City of Sturgeon Bay (City) categories. The Northern Door area consists of the Towns of Baileys Harbor, Egg Harbor, Gibraltar, Jacksonport, Liberty Grove, Sevastopol, and Washington; and the Villages of Egg Harbor, Ephraim, and Sister Bay. The Southern Door area consists of the Towns of Brussels, Clay Banks, Forestville, Gardner, Nasewaupée, Sturgeon Bay, and Union; and the Village of Forestville. The City is its own area. Although the Town of Sturgeon Bay lies both north and south of the City, it is categorized under Southern Door, because it is primarily agricultural in character.

TOTAL PERSONAL INCOME

Total personal income consists of three types of income: net earnings; dividends, interest, and rent; and personal transfer receipts (money received from the government, such as Social Security). According to the DWD, 2011 net earnings accounted for approximately 49% of the total personal income of Door County residents, compared to approximately 64% for the state and 65% for the nation. (Figure 5.3) Door County ranked 68th out of 72 counties in Wisconsin for net earnings. Note that the economic recession greatly impacted net earnings: historically, net earnings for the nation and the state had been approximately 68 - 70% of total personal income, while net earnings for Door County had been approximately 54%.

“Dividends, interest, and rents” accounted for about 29% of the county’s total personal income, compared to 17% for the state. Door County’s larger “dividends, interest, and rents” total reflects the greater number of retirees living in the county compared to the rest of the state. The remaining 22% of total personal income for Door County consists of personal transfer receipts.

Figure 5.3: Total Personal Income, Door County & Selected Areas



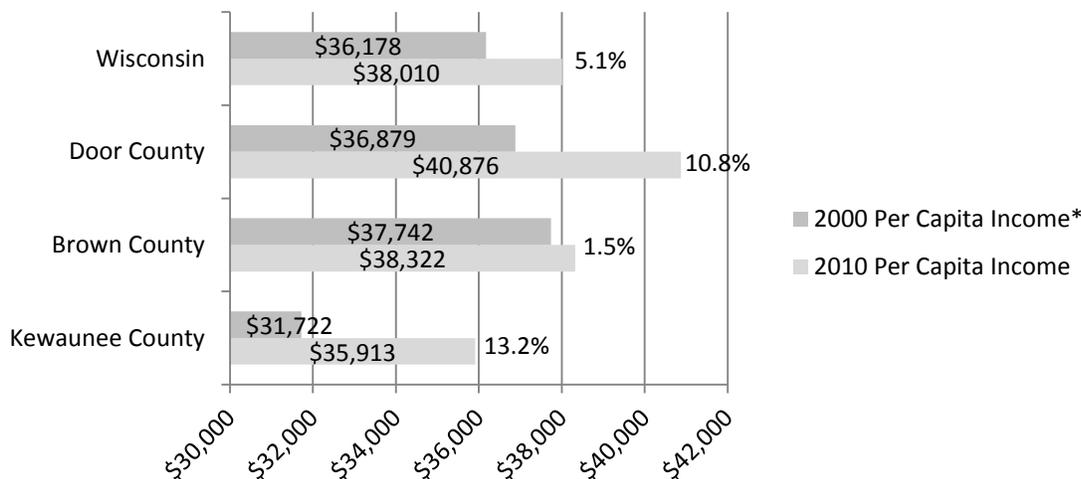
Source: U.S. Bureau of Economic Analysis, for the years cited.

PER CAPITA INCOME

As explained briefly in the beginning of this chapter, Per Capita Income (PCI) is calculated by adding together all sources of personal income received by all persons in an area, and dividing that number by the number of persons in the county, regardless of age or employment status.

Figure 5.4 displays 2000 and 2010 PCI for Door County, neighboring counties, and the state. In 2000, Brown County had the highest PCI, with Door County and the state at a close second and third, respectively. Throughout the decade, Door County's PCI grew at a faster rate than both Brown County and the state; between 2000 and 2010, the county's PCI growth rate was 10.8%, far exceeding Brown County's rate of 1.5% and the state's rate of 5.1%. In 2011, Door County had the highest PCI at \$40,876, a fact that can be at least partially attributed to the significant number of seasonal homeowners who have retired over the past decade and made Door County their year-round home.

Figure 5.4: Per Capita Income, Door County & Selected Areas



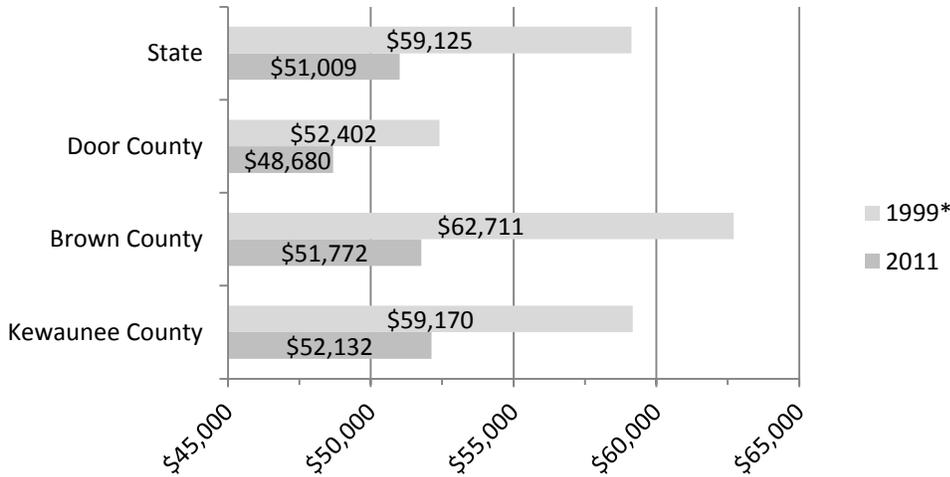
Source: U.S. Bureau of Economic Analysis, for the years cited. See American Fact Finder Table ID B19301 for municipal-level data.

* Inflation-adjusted to 2010.

MEDIAN HOUSEHOLD INCOME

The 2011 median household income (sum of all personal income for household occupants 15 years and older) for Door County was \$48,680, a decrease of \$3,722 (7.1%) from the median of \$52,402 in 1999. (See Figure 5.5.) In both 1999 and 2011, Door County had the lowest median household income when compared to Kewaunee and Brown counties and the state. For this same timeframe, all three counties and the state experienced a drop in median household income, decreasing between approximately 7% and 17%, with Door County decreasing the least, at 7%.

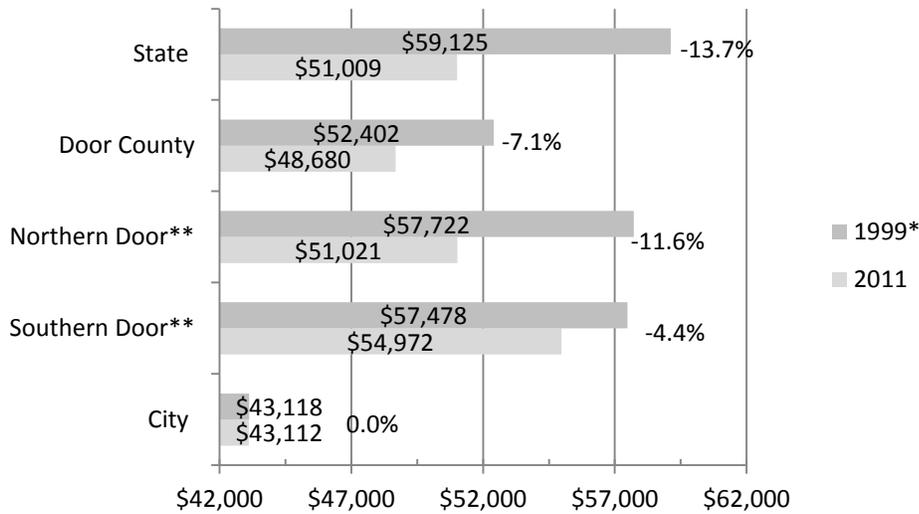
Figure 5.5: Median Household Income, Door County and Selected Areas



Source: U.S. Bureau of the Census, 2009 - 2011, ACS, Table ID B19013.
 *Inflation-adjusted to 2011.

Figure 5.6 shows 1999 and 2011 median household incomes for the state, county, and sub-county areas. Between 1999 and 2011, the state’s median household income decreased by 13.7%, compared to a decrease of 7.1% for the county. In 2011, Southern Door had the highest median household income, at \$54,972, followed by Northern Door, \$51,021, and the City, \$43,112. Between 1999 and 2011, Northern and Southern Door’s median household incomes fell by 11.6% and 4.4%, respectively, while the City’s stayed about the same.

Figure 5.6: Median Household Income, Door County Areas



Source: U.S. Bureau of the Census, 2007 - 2011, ACS, 5-Year Estimates, Table ID B19013 (same for municipal-level data).

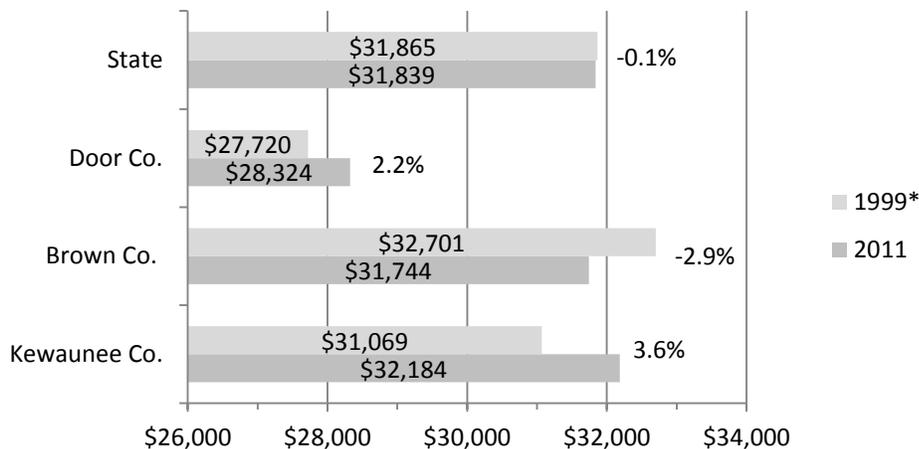
*Inflation-adjusted to 2011.

**Median of municipal-level median household incomes used for Northern and Southern Door.

EARNINGS INCOME

Earnings are defined as the sum of wage or salary income and net income from self-employment. Median earnings for Door County residents age 16 and over were \$28,324 in 2011, significantly less than neighboring counties and the state. (See Figure 5.7.) Between 1999 and 2011, only Door and Kewaunee counties had an increase in median earnings, 2.2% and 3.6%, respectively. Brown County and the state both had a decrease in median earnings, 2.9% and 0.1%, respectively.

Figure 5.7: Median Earnings, Door County and Selected Areas

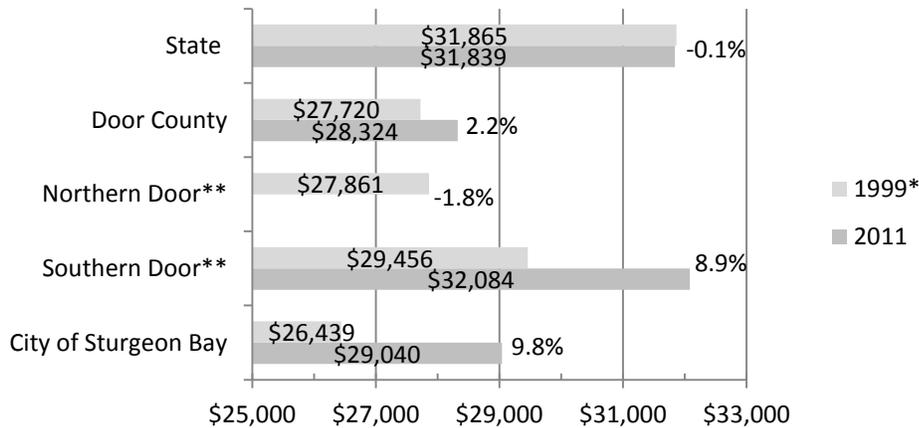


Source: U.S. Bureau of the Census, 2007 - 2011, ACS, 5-Year Estimates, Table ID S2401.

*Inflation-adjusted to 2011.

Figure 5.8 shows median earnings for the state, county, and sub-county areas in 1999 and 2011. In 2011, Southern Door had the highest median earnings, at \$32,084, followed by the City, \$29,040, and Northern Door, \$24,800. Between 1999 and 2011, only Northern Door had a decrease in median earnings, of \$3,061, while Southern Door and the City both increased by just over \$2,600.

Figure 5.8: Median Earnings, Door County Areas



Source: U.S. Bureau of the Census, 2007 - 2011, ACS, 5-Year Estimates, Table ID S2401 (same for municipal-level data).

*Inflation-adjusted to 2011.

**Median of municipal-level median household incomes for Northern and Southern Door.

EARNINGS, MEN VERSUS WOMEN

Table 5.10 illustrates the differences in earnings between men and women in 2011. There are more males than females with earnings, with males paid both higher median and mean earnings. In the “population 16 years and over with earnings,” males earn 51% more in median earnings. In the “full-time, year-round workers with earnings,” males earn 37% more in median earnings and 53% more in average earnings.

Table 5.10: Earnings by Sex, Door County

	Total	Male	Female
Population 16 years and over with earnings	16,702	8,736	7,966
Median earnings (dollars)	25,526	32,069	21,266
Full-time, year-round workers with earnings	8,884	5,050	3,834
\$1 to \$9,999 or loss	4.7%	4.3%	5.3%
\$10,000 to \$14,999	3.5%	1.5%	6.0%
\$15,000 to \$24,999	16.2%	13.1%	20.2%
\$25,000 to \$34,999	17.6%	13.1%	23.6%
\$35,000 to \$49,999	24.0%	23.9%	24.1%
\$50,000 to \$64,999	17.0%	19.5%	13.8%
\$65,000 to \$74,999	3.7%	5.5%	1.3%
\$75,000 to \$99,999	6.8%	9.2%	3.7%
\$100,000 or more	6.5%	9.9%	2.1%
Median earnings (dollars)	(X)	44,197	32,197
Mean earnings (dollars)	47,113	55,353	36,258

Source: U.S. Bureau of the Census, 2009 - 2011, ACS, 3-Year Estimates, Table ID S2001 (same for municipal-level data).

(X) - Estimate is not applicable or not available.

Within the income categories shown in Table 5.10, a higher percentage of women made more “earnings” in all income categories up to \$34,999. An approximately equal percentage of men and women are in the \$35,000 - \$49,999 range, with a slightly higher number of women. From \$50,000 and above, men outnumber women in all income categories.

LABOR FORCE CHARACTERISTICS

This section provides information on the county's labor force, including labor force participation and unemployment rates, education levels, and commuting patterns.

LABOR FORCE PARTICIPATION RATE

According to the DWD, approximately 66.6% of Door County's population age 16 and older participated in the labor force in 2011, down from 74% in 2000. This percentage is an economic measure referred to as the labor force participation rate (LFPR). The DWD considers the LFPR a better indicator of an area's labor market health than its unemployment rate, partly because it counts individuals not participating in the labor force either due to age or a lack of skills. An unemployment rate counts only those individuals who are in the labor force, either working or looking for work. The LFPR counts individuals who do not have the skills that the job market requires and have taken themselves out of the labor force. These individuals are part of what economists call the "skills gap," a phrase used to describe the shortage of skills available within the labor force that employers are seeking.

Due to the weakening of the economy and the aging of the population, LFPRs across the country are in decline. In 2010, Door County's LFPR was 66.6%, less than the state's LFPR of 69%, but higher than the national LFPR of 64.7%. Like the state and nation, the county's LFPR is projected to decrease over the coming decades due to an aging, and retiring, population. Since Door County already has an older median age – in 2010 it was 49.4 for the county, compared to 38.5 for the state and 37.2 for the nation – it will likely experience a decline in LFPR earlier than the state or the nation as a whole.

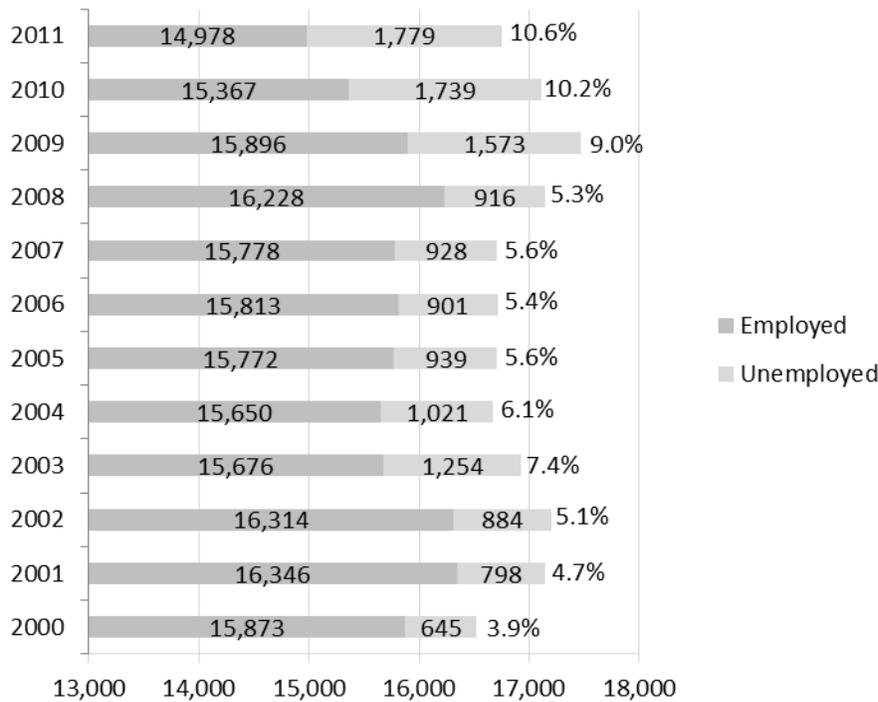
UNEMPLOYMENT RATE

The unemployment rate represents the number of unemployed persons as a percent of the labor force. Unemployment rates are calculated by a variety of agencies in a variety of ways. Figure 5.9 gives the unemployment rates for Door County between 2000 and 2011, as estimated by the Bureau of Labor Statistics – Local Area Unemployment Statistics (LAUS) program and reported by the DWD. To estimate unemployment in Wisconsin, the LAUS program uses models which combine current and historical data from the Current Population Survey, the Current Employment Statistics program, the state Unemployment Insurance system, the Quarterly Census of Employment and Wages program, and the Decennial Census. More information on the LAUS program's methodology for determining unemployment statistics can be found at their website, listed in the Resources and Further Information section at the end of this chapter.

Between 2000 and 2011, the county's total labor force increased by 239 workers, or 1.4%, to a total of 16,757 workers (employed plus unemployed). Between 2000 and 2011, the county's unemployment rate averaged 6.6%, fluctuating between a low of 3.9% in 2000 and a high of 10.6% in 2011. The county hit its peak labor force in 2009, when there were 17,469 workers, but the unemployment rate was also high, at 9.0%. This is around the time when the shipbuilders, and other businesses, were laying off hundreds of employees. The county's labor force was at its lowest in 2000, when there were 16,518 workers.

The state's labor force increased by 2.2% between 2000 and 2011, with an average of 5.6% unemployment. The state's lowest unemployment rate was in 2000, at 3.4%, and its highest unemployment rate was in 2009, at 8.7%.

Figure 5.9: Labor Force and Unemployment Rate (%), Door County



Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information, 2000 - 2011.

EDUCATIONAL ATTAINMENT

In 2011, almost 36% of the county’s residents 25 - 64 years of age had a high school diploma or equivalent, significantly higher than the state, at almost 31%. (See Table 5.11.) Just over 31% of Door County residents had “some college or associate’s degree,” slightly less than the state. Door County and the state have equivalent percentages of individuals with a college degree or higher, at approximately 28%.

Table 5.11: Educational Attainment, 25 - 64 Years of Age, Door County and Wisconsin

Education Level	Door County		Wisconsin	
	Number	Percent	Number	Percent
Less than high school graduate	659	4.4%	235,291	7.8%
High school graduate	5,423	35.9%	931,248	30.8%
Some college or associate's degree	4,731	31.3%	1,004,200	33.2%
Bachelor's degree or higher	4,287	28.4%	852,594	28.2%
Total:	15,100	100.0%	3,023,333	100.0%

Source: U.S. Bureau of the Census, ACS, 2008 - 2011, 3-Year Estimates, Table ID B23006 (same for municipal-level data).

Looking at educational attainment by employment status, Door County has a higher percentage of individuals than the state with a “high school education” participating in the workforce. (See Table 5.12.) This may be due to the higher number of leisure and hospitality jobs, which generally do not require advanced education. Door County has a lower percentage than the state of individuals between the ages of 25 and 64 participating in the workforce with “some college or associate’s degree” and “bachelor’s degree or higher.” This indicates a possible opportunity loss because there is a pool of working-age individuals with higher education living in the county who are either choosing not to work or who have given up finding employment. Thus, the knowledge typically

associated with higher education that exists in the county may not be benefiting the county's economy.

Table 5.12: Educational Attainment by Employment Status, 25 - 64 Years of Age, Door County and Wisconsin

	Door County		Wisconsin	
Less than high school graduate:	659	4.4%	235,291	7.8%
In labor force:	538	3.6%	151,466	5.0%
Not in labor force	121	0.8%	83,825	2.8%
High school graduate:	5,423	35.9%	931,248	30.8%
In labor force:	4,612	85.0%	746,214	80.1%
Not in labor force	811	15.0%	185,034	19.9%
Some college or associate's degree:	4,731	31.3%	1,004,200	33.2%
In labor force:	3,878	82.0%	849,964	84.6%
Not in labor force	853	18.0%	154,236	15.4%
Bachelor's degree or higher:	4,287	28.4%	852,594	28.2%
In labor force:	3,712	86.6%	750,261	88.0%
Not in labor force	575	13.4%	102,333	12.0%
Total:	15,100	100%	3,023,333	100%

Source: U.S. Bureau of the Census, ACS, 2008 - 2011, 3-Year Estimates, Table ID B23006 (same for municipal-level data).

COMMUTING PATTERNS

In 2010, 8,872 (67%) of the 13,213 employed Door County residents worked within Door County. For the same year, 4,341 employed Door County residents commuted out of the county for work. (See Table 5.13.) Door County's commuting residents primarily traveled to the neighboring counties of Brown and Kewaunee for work, although many traveled to Milwaukee, Outagamie, Dane, Winnebago, Manitowoc, Sheboygan, and Waukesha counties.

Table 5.13: Commute-To Location of Employed Door Co. Residents

Location	# of Commuters
Brown County, WI	1,310
Kewaunee County, WI	380
Milwaukee County, WI	320
Outagamie County, WI	271
Dane County, WI	192
Winnebago County, WI	187
Manitowoc County, WI	186
Sheboygan County, WI	147
Waukesha County, WI	135
All Other Locations	1,213
# of Residents Commuting outside of Door Co.	4,341

Source: U.S. Census Bureau, Center for Economic Studies, 2010 (<http://www.census.gov/population/metro/data/other.html>).

There are 2,436 workers from other counties who travel into Door County to work, primarily coming from Kewaunee and Brown counties. (See Table 5.14.)

Table 5.14: Commute-From Location of People Working in Door Co.

Location	# of Workers
Kewaunee County, WI	706
Brown County, WI	464
Manitowoc County, WI	136
Milwaukee County, WI	104
Oconto County, WI	91
Outagamie County, WI	74
Marinette County, WI	65
Waukesha County, WI	55
Winnebago County, WI	51
All Other Locations	690
# of Non-Resident Workers	2,436

Source: U.S. Census Bureau, Center for Economic Studies, 2010
(<http://www.census.gov/population/metro/data/other.html>).

In 2010, the number of residents leaving Door County for employment was greater than the number of people coming into the county for employment, creating a net worker outflow of 1,905 (4,341 - 2,436).

BUSINESS AND INDUSTRIAL (RE)DEVELOPMENT INITIATIVES

Economic development activities typically involve at least one of four components: 1) infrastructure improvements; 2) business development; 3) workforce development; and 4) increasing community cash flow. The Door County Economic Development Corporation (DCEDC), established in 1989, is primarily tasked with these activities and any other economic development issues facing the area. In 2005, DCEDC published the Door County Economic Development Adjustment Plan (EDAP), which provides descriptions of potential market opportunities, demographic and economic analysis, and seven strategic recommendations regarding economic development for the county. These strategies are to:

- Create high-paying year-round jobs by retaining and attracting a skilled workforce, ensuring a long-term competitive advantage to businesses in Door County.
- Expand existing businesses and business clusters that have market and growth opportunities.
- Tap into the visitor, seasonal resident, and retiree populations as sources of entrepreneurship and new business formation.
- Establish and implement economic development strategies that will reduce the seasonality of the county's economy, create better balance in the economy, and are consistent with maintaining the quality of life and the natural environment.
- Create economic development and opportunity around future demographic trends for the county.
- Improve the county's basic physical and business infrastructure including bridges, telecommunications, capital formation, the power grid, business networks, and business support systems.

- Attract younger families as permanent residents of Door County to increase the talent pool, create better balance in the future age distribution, and maintain a high level of energy in the county.

The EDAP focuses on the nine market opportunities listed below. It also recommends the intersection of these specific markets with general demographic groups such as seasonal residents, high-end destination tourists, and the aging population.

- Manufacturing/shipbuilding
- Healthcare
- Marine services
- Professional/financial services
- Arts
- Environmental education and services
- Agriculture
- Construction

INFRASTRUCTURE DEVELOPMENT

Community infrastructure is necessary for an effective business support system. Types of community infrastructure include:

- Utilities (e.g., water, sanitary and storm sewer, electric, natural and other gas)
- Transportation services (e.g., roads, parking lots, airports, ports, rail, signage, sidewalks, trails)
- Social infrastructure (e.g., schools, hospitals, government, and other public services)
- Communications infrastructure (e.g., internet, telephone, radio, television, video, satellite, cellular)

Specific types of infrastructure found in Door County, discussed below, are the Sturgeon Bay Industrial Park, incubator space, and high-speed Internet access. More about utilities, communications, and social infrastructure development issues for Door County can be found in Chapter 9, Community Facilities and Utilities; more about transportation issues can be found in Chapter 8, Transportation.

STURGEON BAY INDUSTRIAL PARK

The Sturgeon Bay Industrial Park, located on the west side of the City of Sturgeon Bay, has over 280 acres, with approximately 30 acres still available for development. City-owned industrial property is priced at \$30,000 per acre; incentive credits can be earned during the 3-year finance term if jobs are created or real estate improvements are made. The City offers incentive financing on the purchase of industrial park land with a 0% interest, 3-year loan, and \$10,000 per-acre down payment. Job creation credits of \$4,000 per job are earned for each new full-time equivalent position that pays at least \$15.00 per hour, exclusive of benefits. Real estate investment credits of \$4,000 can be earned for each \$100,000 in real estate improvements. Other incentives available include low-interest Revolving Loan Funds.

BUSINESS INCUBATOR

The Business Development Center is a small business incubator located in the Sturgeon Bay Industrial Park. Tenants pay competitive rents while sharing services and equipment, which allows them to keep overhead costs low. The average stay in the Business Development Center is between three and five years. With 32,000 sq. ft., the Center can accommodate a variety of different businesses. Available equipment and services include:

- Recessed and at-grade truck docks
- Forklift and material handling equipment
- High-speed internet access
- Copier, fax, and mail services
- Private conference room with audiovisual equipment
- Business finance training and consulting

A number of finance and incentive programs are also available, including revolving loan fund programs, development zone tax incentives, and financing eligibility and application assistance.

BUSINESS DEVELOPMENT

Business development refers to business retention, expansion, attraction, and start-up activities. A business retention and expansion program identifies and monitors the existing and changing needs of core employers. It also helps existing businesses remain competitive by appropriately removing or offsetting any obstacles that restrict their growth and through the establishment of workforce development programs, integration of technology, and other initiatives. Business attraction activities are designed to create a competitive and attractive environment for new businesses looking to relocate. Marketing activities promote such attributes as a positive business climate, key quality of life elements, skill level of the workforce, and available services. New business development helps to diversify and stabilize the economic base by creating new jobs. Workforce development programs in Door County are discussed in further detail below.

The DCEDC works with existing businesses on an ongoing basis to determine the health and strength of the local economy. The DCEDC staff and volunteer members serve on a Business Retention committee that works to make local companies stronger by identifying and helping to address their business needs. Staff members also meet with area business owners and leaders to discuss and figure out methods to address a number of business retention topics:

- Issues with government
- Resources that foster business success
- Information for appropriate policy makers
- Trends affecting local business conditions

In addition to its full-time staff, DCEDC partners with a counselor from the Small Business Development Center at the University of Wisconsin-Green Bay who comes to Door County once a month to meet with entrepreneurs and other people wanting to start a business in the county. DCEDC also co-sponsors a multi-week entrepreneurial training course each year, taking students step-by-step through the process of writing a business plan. The Wisconsin Department of Commerce offers two grant opportunities for the creation of business plans for new businesses.

The formation of a Door County “angel” investment group was one of the seven priority action steps identified by the DCEDC staff and Board of Directors from among 75 individual action steps outlined in the EDAP. The specific recommendation calls for the establishment of a local source of equity seed capital to assist in the financing of new and growing businesses in order to encourage entrepreneurs to start or relocate promising businesses to the county. The group will take advantage of several new state-wide resources such as the Wisconsin Angel Network, the Wisconsin Department of Financial Institutions Angel Capital Resource Center, and the Department of Commerce’s Wisconsin Entrepreneurs Network to facilitate deals and locate potential businesses.

DCEDC also administers multiple business financing programs, descriptions of which can be found on their Web site, listed in the Resources and Further Information section at the end of this chapter.

WORKFORCE DEVELOPMENT

Healthy economies need a well-rounded workforce to stay competitive, keep existing businesses strong, retain young people, and raise the area's general standard of living. Generally, workforce development programs are conducted through partnerships with local job centers, local school districts, and institutions of higher education. Occasionally, local employers will provide instructors and equipment for use in these training programs.

Door County's EDAP states that the number one threat to the county's economic future is the projected labor force, which is expected to decline over the next 15 years. The county still has a good base of workers with strong skills, work ethic, and productivity, especially in manufacturing, shipbuilding, and construction. However, employers in both the northeast Wisconsin region and Door County are concerned because a high proportion of their workers are in their 50s and 60s, close to retirement. Their retirement is likely to leave a dearth of experienced and appropriately trained workers.

Multiple efforts to address both the projected labor shortage and gap in job skills have been put into motion by DCEDC in partnership with local business and state, regional, and local agencies. As described earlier in this chapter, the Bay Area Workforce Development Board works in ten counties, including Door County, allocating and coordinating resources to address community workforce needs. DCEDC also oversees a Workforce Taskforce, made up of approximately 30 human resource professionals and business owners from around the county, whose mission is to prioritize and strategize solutions to workforce issues facing local businesses. The Taskforce develops and implements an annual work plan to address current and future workforce needs. Past initiatives have included: sharing regional wage comparison information with local firms, conducting an annual wages and benefits survey of Door and Kewaunee County manufacturing companies, development and delivery of a brochure to entice U.S. Coast Guard personnel to consider making Door County their home after leaving active service, hosting educational sessions on the challenges of a multi-generational workplace, and conducting an employer needs assessment to judge the future workforce needs of local manufacturing companies.

WORKFORCE DEVELOPMENT PROGRAMS

Other workforce development programs in the county are offered through the Door County Job Center and the Sunshine House.

- **Door County Job Center.** The mission of the Door County Job Center is to help county residents achieve and maintain quality employment, and to partner with employers to obtain and maintain a well-trained and qualified workforce. Their goal is to make the recruitment, hiring, and training process easier and more efficient for businesses and job seekers, thereby reducing everyone's costs and time.
- **Sunshine House, Inc.** Since 1971, the Sunshine House Inc. has been providing services to Door County residents with special needs and/or disabilities. Employment services offered include work for pay opportunities that offer a variety of jobs at a pace and skill level adapted to the individual. Much of the work involves mailing services and packaging/assembly. Other activities designed to employ clients in the community include assessments to determine vocational interests and capabilities, job placement, and support in maintaining employment.

DOOR/KEWAUNEE BUSINESS AND EDUCATION PARTNERSHIP

The Door/Kewaunee Business and Education Partnership (DKBEP) promotes business and education connections in Door and Kewaunee counties by providing referral services to match needs and resources. The DKBEP works to help students have the skills and behaviors necessary to succeed in the changing economy, and to ensure that all high school graduates are prepared to enter skilled entry-level employment, technical colleges or training, or post-secondary universities or

colleges. DKBEP programs and projects are:

- Local Advanced Manufacturing Career Promotional Video
- Job Shadow Program
- Career Day (in partnership with Northeastern Wisconsin Technical College)
- Tool Time, Careers on Wheels - career exploration events focused on grades 2-6 in Sturgeon Bay.
- Contact between business and schools - DKBEP can help the schools and students with contacting businesses to help in the exploration of careers, class projects, and guest speakers.
- High School Home Construction Program
- High School Certified Nursing Assistant Program
- Youth Co-op Program
- Career exploration program for high school juniors and seniors
- Advanced Manufacturing Field Study Class
- Business and Technology Education Roundtable (Tech Teachers Council)

AFFORDABLE HOUSING INITIATIVES

The DCEDC has housed an Attainable Housing Committee for nearly fifteen years in order to address issues related to affordable worker housing in Door County. Rising land values and a lack of affordable housing have been identified in multiple plans and visioning sessions as impediments to attracting a skilled workforce to the county. Quality housing stock is important to the economy because owner-occupied housing contributes to a long-term and dependable employee base, while also creating a demand for consumer products and goods.

The Attainable Housing Committee has developed a brochure to consolidate homebuyer assistance information into one source. It has also presented a series of on-site homebuyer awareness programs to employees of local companies. Other projects have included infrastructure improvements for an attainable housing project in the Town of Liberty Grove, and the successful administration of a \$467,500 Community Development Block Grant that funded the Door County Housing Assistance program and zero-percent interest down payment loans for first-time homebuyers in the county.

COMMUNITY CASH FLOW

Increasing a community's cash flow can positively affect its economic development activities. Individuals moving into an area increases cash flow by bringing in earned income (wage and salary) or transfer income (government payments and investment dividends); or, existing residents may also increase earned or transfer income levels. Organizations or governments can also increase cash flow with new incoming funds, such as increased tourism revenue, increased aid or shared revenues for governmental services, and new contracts, grants, or investments for public and private ventures. Likewise, new business ventures, whether creation of new businesses, jobs, buildings, infrastructure improvements, or other investments, bring new cash flow into a community.

While a variety of bank loans and other debt programs are available to businesses, such programs are often targeted at businesses with existing assets as collateral. The Wisconsin Angel Network strives to increase the number and amount of early stage equity investments in Wisconsin start-ups by offering services to create and strengthen angel networks and to enhance cooperation among early-stage investors. For communities competing for new or relocating/expanding professional firms and high tech businesses that pay high wages – such businesses seen by many as having more potential than traditional manufacturing businesses – the availability of such “high-risk” capital is an important factor. Access to high-risk capital has been identified as a major weakness for Door County, as well as the region, as it seeks to attract new businesses.

A county also has the ability to take on development and infrastructure projects needed to attract new business through debt financing. The ability of a government to finance development and infrastructure projects is calculated by general obligation debt capacity. According to Wisconsin state statutes, the aggregate amount of indebtedness, including existing indebtedness of any municipality, shall not exceed 5% of the equalized value of the taxable property located in the municipality. Door County’s tax base is growing at a steady rate, while the county maintains a manageable debt; therefore, the county has access to considerable financing for future projects such as emergency, technology, facilities, or other infrastructure improvements.

Door County’s debt in 2011 was \$17.7 million, leaving a debt margin of over \$340 million, or 95%. (See Table 5.15.) Historically, the county had little debt up until 2002, when the county borrowed over \$29 million to build the new Justice Center, dropping the county’s debt margin to 89%. Since then, the county’s debt margin has always been at 90% or higher.

Table 5.15: Public Indebtedness, Door County

Year	Full Value	Debt Limit*	Existing Debt	Debt Margin	% of Debt Available
2000	\$4,382,530,100	\$219,126,505	\$2,050,000	\$217,076,505	99%
2001	\$4,916,696,800	\$245,834,840	\$1,585,000	\$244,249,840	99%
2002	\$5,238,984,300	\$261,949,215	\$29,650,000	\$232,299,215	89%
2003	\$5,579,066,200	\$278,953,310	\$28,075,000	\$250,878,310	90%
2004	\$5,888,738,300	\$294,436,915	\$26,435,000	\$268,001,915	91%
2005	\$6,233,636,100	\$311,681,805	\$25,330,000	\$286,351,805	92%
2006	\$6,683,046,000	\$334,152,300	\$24,190,000	\$309,962,300	93%
2007	\$7,095,359,400	\$354,767,970	\$23,553,446	\$331,214,524	93%
2008	\$7,490,345,500	\$374,517,275	\$21,785,000	\$352,732,275	94%
2009	\$7,430,276,900	\$371,513,845	\$20,515,000	\$350,998,845	94%
2010	\$7,243,313,700	\$362,165,685	\$36,905,000	\$325,260,685	90%
2011	\$7,169,424,900	\$358,471,245	\$17,710,000	\$340,761,245	95%

Source: Wisconsin Department of Revenue, Bureau of Local Finance Assistance, Equalized Value and Debt Limit Value, for years cited.

See <http://www.revenue.wi.gov/report/e.html#equal> for municipal-level information.

*Debt Limit equals five percent of the full value.

ENVIRONMENTALLY CONTAMINATED SITES

Environmentally contaminated sites can present both issues and opportunities for economic development in a community – sites may be more costly to safely (re)develop, but funding opportunities may be available for cleanup and re-use of those sites.

The DNR’s Bureau for Remediation and Redevelopment Tracking System (BRRTS) is an on-line data base that provides information about contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin. As of November 2013, the BRRTS reports 629 remediation activity cases in Door County, dating back to 1971, with 57 of those classified as “open” (see definition below).

Remediation status categories are as follows:

- Open - Spills, LUST, ERP, VPLE, and Abandoned Container activities in need of cleanup or where cleanup is still underway.
- Closed Status - Activities where investigation and cleanup of the contamination has been completed and the state has approved all cleanup actions.

- Conditionally Closed Status - Activities where cleanup actions were approved, but the site closure will not be approved until receipt of documentation of abandonment of wells or disposal of soil.
- Historic Spill - Spills where cleanups may have been completed prior to 1996; no end date is shown for these cases.

Remediation activity types reported as occurring in Door County are:

- Leaking Underground Storage Tank (LUST) - A LUST site has contaminated soil and/or groundwater with petroleum, which includes toxic and cancer causing substances. The DNR reports 137 LUST sites in Door County, with 6 of those cases classified as “open”; one site is classified as “conditionally closed” and the rest are “closed.” Many of these open cases involve gas stations.
- Environmental Repair (ERP) - ERP sites are sites other than LUSTs that have contaminated soil and/or groundwater. Examples include industrial spills (or dumping) that need long-term investigation, buried containers of hazardous substances, and closed landfills that have caused contamination. The DNR reports 104 ERP sites in Door County, with 50 of those cases still “open” and the rest “closed.” Most of these open cases involve orchards with arsenic and lead contaminated soils.
- Spills - A discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare, or the environment. Spills are usually cleaned up quickly. The DNR reports 385 Spills sites in Door County, with 181 of those cases classified as “historic” and 204 classified as “closed.”
- Voluntary Party Liability Exemption (VPLE) - VPLEs are an elective process in which a property owner conducts an environmental investigation and cleanup of an entire property and then receives limits on future liability for that contamination under s. 292.15, Wis. Stats. The DNR reports one open and one closed VPLE site in Door County.

Please refer to the Web site listed in the Resources and Further Information section for further details on these remediation activity types and their status.

RESOURCES AND FURTHER INFORMATION

LOCAL AGENCIES

Door County Economic Development Corporation

(<http://www.doorcountybusiness.com>)

The DCEDC is a public/private partnership dedicated to improving the economic vitality of the county and its residents. Founded in 1989, DCEDC has a variety of programs and initiatives working to attract new businesses to the area and helping existing businesses create and retain jobs. The Door County Economic Development Adjustment Plan (EDAP) can be found at <http://www.doorcountybusiness.com/edap>.

Door County Job Center (<http://www.doorcountyjobcenter.org>)

The Job Center assists employers with recruitment, retention, and referral services for labor-related information tailored to their individual needs. The Job Center also assists job seekers with job search, work readiness, job skill building, and employment retention.

Door County Visitor Bureau (<http://www.doorcounty.com>)

The Door County Visitor Bureau is the official tourism marketing organization whose mission is to generate incremental economic impact for the Door County Peninsula and Washington Island by attracting visitors with strategies that ensure sustainable tourism marketing and management principles.

Northeast Wisconsin Technical College (<http://www.nwtc.tec.wi.us>)

Founded in 1912, NWTC is a nationally-ranked, two-year public college where students prepare for high-tech careers and/or begin their bachelor's degrees. NWTC is one of 16 colleges in the Wisconsin Technical College System. The College has three campuses, in Green Bay, Marinette, and Sturgeon Bay; five regional learning centers, in Crivitz, Luxemburg, Niagara, Oconto Falls, and Shawano; and several additional sites. NWTC has been the recipient of Workforce Advancement training grants totaling \$58,000 to train 245 workers in welding and metal fabrication at Bay Shipbuilding and Palmer Johnson Yachts.

Sunshine House Inc. (<http://www.sunshinehouseinc.org>)

Since 1971, the Sunshine House Inc. has been providing services to Door County residents with special needs and/or disabilities.

University of Wisconsin - Extension, Door County (<http://www.uwex.edu/ces/cty/door>)

The Door County UW-Extension Office works to bring knowledge of the University to Door County citizens and to help people apply this information.

STATE AGENCIES

Wisconsin Angel Network (<http://www.wisconsinangelnetwork.com>)

The WAN was founded in January 2005 as an umbrella organization providing services and resources to the early-stage investing community. The mission of WAN is to build early-stage capital capacity throughout Wisconsin, increasing the number and amount of equity investments in Wisconsin's entrepreneurs.

Wisconsin Department of Commerce – Division of Business Development(www.commerce.wi.gov)

The mission of DBD is to help Wisconsin businesses prosper in a marketplace that is subject to constant change. DBD utilizes a combination of technical and financial assistance programs, including: business planning, site selection, initial capitalization, permitting, employee training, research and development, and business expansion.

Wisconsin Department of Natural Resources - Bureau for Remediation and Redevelopment Tracking System (<http://www.dnr.wi.gov/topic/brownfields>)

The BRRTS on the Web is the DNR's online database that provides information about contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin.

Wisconsin Department of Workforce Development(<http://www.dwd.state.wi.us>)

The DWD is a state agency charged with building and strengthening Wisconsin's workforce. Primary responsibilities include providing job services, training, and employment assistance to people looking for work, and working with employers on finding the necessary workers to fill current job openings.

Wisconsin Entrepreneurs' Network (<http://www.wenportal.org>)

The WEN's mission is to provide seamless access to the state-wide network of entrepreneurial resources and expertise to create new ventures, help grow existing business, and move forward high potential entrepreneurs to enable Wisconsin to be competitive in a global economic environment.

Wisconsin Housing and Economic Development Authority (<http://www.wheda.com>) The Wisconsin Legislature created WHEDA in 1972 to meet an increasing need for affordable housing financing. The Legislature broadened WHEDA's purpose in 1983 to include financing for the expansion of business and agricultural activity in Wisconsin.

Wisconsin Technology Council (<http://www.wisconsintechcouncil.com>)

The Tech Council is the science and technology advisory board council to the Governor and the Legislature. Launched in 2001, the Tech Council was created by a bipartisan act of the governor and the Legislature. It is an independent, non-profit, and non-partisan board with members from tech companies, venture capital firms, and all levels of education, research institutions, government, and law.

FEDERAL AGENCIES**Federal Reserve Bank of Philadelphia** (<http://www.philadelphiafed.org/research-and-data/regional-economy/%20indexes/coincident>)

The Federal Reserve Bank of Philadelphia produces a monthly coincident index for each of the 50 states. These indexes are released a few days after the Bureau of Labor Statistics releases its employment data for the states.

U.S. Bureau of Labor Statistics (<http://www.bls.gov>)

The BLS is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

U.S. Department of Commerce - Bureau of Economic Analysis (<http://www.bea.gov>)

The BEA is an agency of the Department of Commerce and is part of the Economics and Statistics Administration, along with the Census Bureau and STAT-USA.

U.S. Department of Housing and Urban Development (<http://www.hud.gov>)

The HUD's mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.

USDA Wisconsin Rural Development Programs (<http://www.rurdev.usda.gov/wi>)

The USDA offers programs for qualifying applicants, including guaranteed or direct home purchase loans with no down payment or private mortgage insurance, long term fixed-rate mortgages with payment subsidies based on income level, and low-interest loans or grants for home repair or improvements.